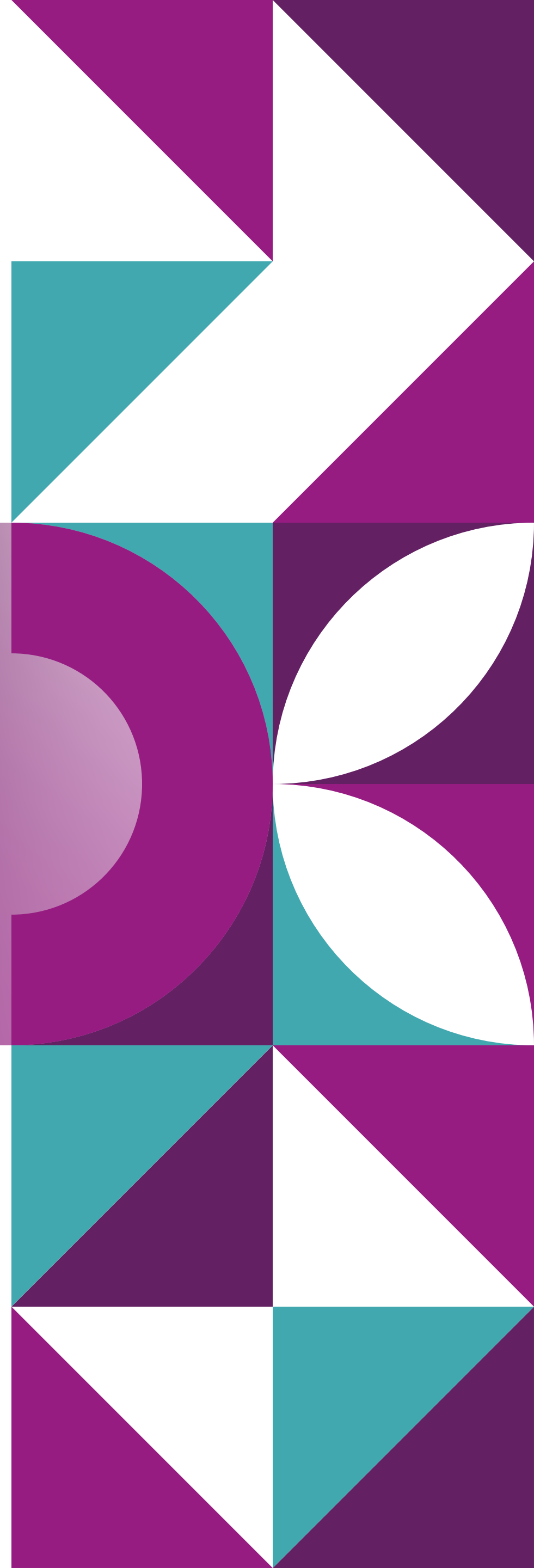


Local Government Reorganisation Support



Introduction

This guide outlines the support available to you from the Local Government Association (LGA) to support your Local Government Reorganisation (LGR) journey – much of it free. If there is support that you'd find helpful that you can't see in here, or if you would like to discuss any of the offers in more detail, please get in touch with your [principal adviser](#).

This offer will develop over time in response to changing sector needs and will be refreshed periodically.

This guide is correct at: 17 October 2025.

You can also find a wide range of resources on our [LGR and Devolution Hub](#) which is updated regularly.

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Assets

We can provide asset management health checks for local areas to support with LGR preparations. This would include reviews of existing asset management approaches and strategies by experienced peers and experts to support councils to identify core steps needed to maximise assets for future use and support service transformation, and to help understand and implement best practice property portfolio management, with a focus on public service reform, growth and housing delivery.

LGR can create opportunities for property rationalisation by consolidating services, reducing administrative overheads, and achieving cost savings by sharing resources and redeveloping underutilised property.

LGR can also support joined up property solutions and activate revenue generation opportunities by accommodating the needs of local partners, such as the NHS and emergency services in public sector hubs.

Children's services

Leadership Essentials

This development event aims to support Lead Members with the key challenges they face in the changing policy landscape and to develop leadership capacity, share learning and provide a valuable networking opportunity. The programme going forward will include work around LGR, as well as helping councillors to develop the skills and knowledge needed to support councils through LGR.

The residential programme runs over two days and is delivered by member peers and LGA staff supported by guest speakers from local government and partner agencies. It is free to attend for Lead Members for Children's Services and Chairs of Children's Scrutiny Committees.

Children's Services Peer Challenge

A three- or four-day review of Children's Services practice, the peer challenge is structured around three core areas with additional deep dive themes/diagnostic elements that can be added on as part of the scoping process. As councils prepare for LGR, we can look specifically at readiness for LGR through the peer challenge process, including the use of LGR-experienced peers.

Test of assurance

A framework to review senior management arrangements for children's services (and/or adults services). Offering advice and recommendations to ensure the effective compliance with, and delivery of, statutory responsibilities and accountabilities.

Bespoke support

We can provide bespoke support to councils as they prepare for LGR. Please contact your local [children's improvement adviser](#) for an initial conversation.

Communications

LGR Communications and Engagement Network (free)

The LGR Communications & Engagement Network is a group aimed at creating a collaborative space for council communications and engagement officers involved in LGR. It provides members with a space to share learning, information, experiences, templates and notable practice as we navigate LGR, and how to communicate it, together.

For more details or if you would like to join the network, please email jack.baldwin@local.gov.uk

LGR communications and engagement health checks (£)

Communications reviews (one day or three day) are included in the standard LGA Communications Improvement offer. However, we are now applying this specifically to LGR, offering LGR specific communications health checks.

We are offering two distinct peer challenges to support local areas from Phase 2 to 4 of the LGR process:

External communications and engagement health check: The aim will be to establish whether the councils in an area have the right communication strategies and plans, structures, capacity, processes and messaging in place to help them deliver LGR and to manage the proposed transition to new unitary authorities.

Staff engagement health check: The aim will be to establish whether councils have effective plans and strategies in place to engage with their staff throughout the LGR process.

External health checks can be tailored to the individual needs of the local area. However, based on the experience of delivering these peer challenges previously we would anticipate spending one to two days in the area carrying out interviews and focus groups with a range of stakeholders across the councils involved. This would typically include:

- chief executives
- senior officers
- senior members
- communications teams
- LGR project/programme/workstream leads
- other relevant stakeholders.

Staff engagement health checks are primarily focussed on internal communications. We would anticipate spending one to two days in the area carrying out interviews and focus groups with a range of stakeholders across the councils involved. This would typically include:

- chief executives
- senior officers
- communications teams
- LGR project/programme/workstream leads
- staff groups
- frontline staff
- trade unions.

For both health checks, the team would include a LGA peer challenge manager and at least one officer peer with previous LGR experience. A member peer could also be added to the team, depending on the authority's preferences.

The health check would be followed by a presentation or a written report. Both would include key findings and recommendations. It would be up to the councils involved to decide whether, or how widely, to publish the presentation or report.

Bespoke support (free and £)

Working with our associates and peers we deliver bespoke workshops on a multitude of topics including but not limited to:

- public affairs
- organisational and place narrative
- strategy development (communications and/or corporate plan)
- mentoring.

Peers can act as critical friends toward council's communications plans regarding LGR, to help ensure messaging is reaching stakeholders at key points within this process. As mentioned above, we support councils with narrative development (as part of wider community and staff engagement) that aids effective and clear messaging will also be available to support new unitary and strategic authorities in shaping communications plans for engaging staff and residents.

Training (free and £)

We also deliver training courses with associates and peers. Our two most popular training courses are 'Communicating in a political environment' and social media training (for officers and/or councillors). Training can be followed by more bespoke support.



Comms Hub (free)

Our offer provides useful resources for the sector, including toolkits on external and internal engagement strategies, informed by best practice and case studies. A network for communications leads will further facilitate shared learning and a collaborative approach to finding solutions for common engagement challenges.

These resources will support local and strategic authorities to be proactive in their engagement strategies – improving engagement with staff and residents and reducing the risks of misinformation, confusion and negative narratives that may otherwise accompany transitions.

We have a range of toolkits, guidance and case studies available on our [Comms Hub](#): part of the LGA website dedicated to colleagues working in comms. On the Comms Hub, you will find all of our guidance, including our [LGR comms and engagement toolkit](#), and our [full support offer](#).

Digital, data, cyber and technology

LGR DDaT Network (free)

This network supports cyber, digital, data and technology lead officers involved in delivering local government reorganisation, with knowledge and peer support. The network will be chaired and directed by council officers and takes place every other month.

The month between network meetings an LGR support show and share for cyber, digital, data and technology are held for officers who attend the network, to help councils keep up to date with the evolving support offer from LGA, DSIT/GDS Local, MHCLG Local Digital and SOCITM.

If you would like to join the network, please submit an expression of interest [form](#).

LGA 360 (£)

The LGA360 is a unique opportunity – offering open, informed conversations among equals that catalyse innovation, build networks, and prioritise actionable outcomes. It offers time to think about big questions around your organisation's digitalisation plans, cyber investments, and use of data, facilitated by thought leaders in the sector who are actively working on the same questions.

Our unique 'for the sector, by the sector' approach is designed to enable peers to be constructive supporters, offering fresh perspective, making purposeful and respectful challenges of your strategies, testing your ideas and plans, and helping you identify and resolve gaps in your approach to day-to-day challenges.



The LGA360 is available in a variety of key themes to suit your needs – cyber, digital, data, or LGR.

- Our cyber focus, based on our cyber framework and broadly aligned with the CAF, provides a view of your cyber security culture, helps you develop your understanding of what could be ‘even better if’, and can provide a fresh perspective to help drive investment in this area.
- Our digital theme, based on our respected digitalisation framework, focuses on digital inclusion, skills and capabilities, technology, digital ethics, and leadership. It helps you dig into the alignment between your digital investments and wider strategic goals and understand areas for improvement.
- Our data theme focuses on using data to support your organisation’s journey. Our pilot is running in autumn/winter 2025 and is already fully subscribed. We will open the programme up for further bookings in early 2026.
- Our LGR theme provides you with the relevant aspects of our other 360s as well as digging into your organisational digital readiness, workforce digital readiness, and digital governance. The LGR theme is moving into pilot in autumn/winter 2025 and we have limited remaining space for those wishing to be involved.
- In addition, we run incident response and business continuity exercises and provide coaching and mentoring opportunities.

The LGA360 Digital, Cyber, and Business Continuity sessions are available to book now through our [website](#). Reviews are chargeable, although discounts and subsidies are available in many cases, including for members and smaller organisations.

Events and Resources (free)

The [Digital Transformation Learning Hub | Local Government Association](#) contains case studies and learning from councils that have gone through LGR, our podcast, events (including supplier webinars to help prepare for LGR) and learning resources to help establish a council that is well positioned for ongoing change and transformation.

The [Local Government Reorganisation: Cyber, Digital, Data and Technology Considerations](#) contains lessons learnt from officers across eight existing unitary councils to assist with planning LGR.

LG Inform+ (free and £)

[LG Inform+](#) is our enhanced information service which provides a suite of online tools for sharing and making best use of local authority data. Some of these tools and data are available for free, while enhanced options require a small subscription fee.

Elections

Election preparation

We can provide support ahead of local elections, including in the run up to shadow elections, including for example the provision of bespoke advice from expert member and officer peers and access to a range of online guidance and tools.

Change of control support

We have significant experience in assisting councils where there is a change of political control, which is provided by our regional support teams and expert peers to help smooth political transitions and ensure that members and officers have access to the resources and support they need to deliver effectively in their roles. Examples of this tailored support include mentoring for both councillors and officers by expert peers. 'Top Team' leadership workshops and officer/councillor development sessions.

Be a Councillor (both free and £)

We can help develop a 'Be a Councillor' campaign and programme of activities to encourage and support a wide range of people with diverse backgrounds and skills to stand in elections to new authorities. We will work with political parties and independents; expert outreach organisations; and transitional arrangements for the new authorities.

Leadership support (councillors and officers)

Top team sessions

Workshops for senior political and managerial leaders to help build relationships locally and facilitate collaborative discussions to improve strategic direction, such as the identification of shared priorities, or the approach to plans for change. The LGA's expertise in political leadership and 'top team' programmes helps to support and develop well-functioning member-led councils. The LGA approach is for highly interactive sessions, with lots of time for discussion across political and officer leadership teams. Political peers are utilised to support the delivery of these sessions, reflecting the make-up of the council involved.

Facilitated discussions

We can design and facilitate discussions between councils to inform your ongoing preparations for LGR at all stages of the process. The design of these sessions will be shaped in consultation with councils to meet their individual needs and take account of the context of specific areas.



Officer leadership

Bespoke support

The Leadership Centre, in association with the LGA, is able to provide bespoke support and training for councils to help them prepare and respond to any leadership dynamics in relation to LGR.

Contact your regional adviser in the first instance who can help advise further.

Structured programmes

We work with Solace to provide Leadership Training Programmes For Local Government which all include a focus on the dynamics of LGR and can support officers to gain general leadership skills that will be relevant for navigating local government reform.

National recruitment campaign for local government – the ‘Make a Difference, Work for Your Local Council’ campaign supports councils with their recruitment activity. The campaign has been designed to encourage the public to explore the brilliant opportunities to work in local government at all levels, in all types of councils. Through the use of our campaign toolkit, councils have access to free, ready-made resources that have been tested through market research. This can save valuable time and resources in recruitment, whilst supporting a national campaign that intends to build positive public perceptions for the sector.

Political leadership

Leadership Essentials (£)

Our new [LGR Leadership Essentials course](#) will offer a comprehensive introduction to LGR, outlining key milestones and examining the various roles councillors will play in supporting its implementation within their councils. It will also consider the governance structures necessary for effective delivery. Participants will reflect on their own leadership challenges in the context of LGR and develop the skills and confidence needed to plan, lead, and guide the process. They will learn to collaborate effectively with fellow LGR leaders; communicate and translate core LGR activities to fellow councillors, communities, council staff, and other stakeholders; and harness LGR as a catalyst for transformational change.

The programme is primarily aimed at leaders, deputy leaders and relevant portfolio holders/committee chairs from those councils who are part of the Devolution Priority programme. However, if space allows, opposition leaders, deputy leaders and relevant portfolio holders/committee chairs from councils in later LGR phases are also welcome to attend.

The event runs over two days and costs £250. This includes meals, learning materials and one night's accommodation.

Leadership Academy (£)

The Leadership Academy is the LGA's flagship development programme for councillors in leadership positions, including scrutiny chairs and portfolio shadows. The programme is recognised by The Institute of Leadership, the UK's leading award-winning body for leadership and management. It includes modules on personal and political leadership, and leadership of place – all vital skills to take councils through the LGR process effectively – and we will adapt content to consider LGR-specific issues according to the needs of delegates.

Each course is three, two-day residential modules. It costs £1,000 for the first place booked for each authority, and £1,250 for subsequent places. This covers accommodation, meals and materials.

Finance

Financial Improvement and Sustainability Adviser (FISA) Support

FISAs are LGA associates who work with individual councils to support and improve their financial management arrangements. They are former local authority chief finance officers, some with direct experience of LGR. FISAs can provide expert advice on LGR issues, including financial aggregation and disaggregation.

Finance Peer Challenge

The finance peer challenge looks at how financial management supports the council to plan for and deliver financial sustainability and resilience: this can be adapted to identify key risks and issues for resolution as part of the LGR discovery and due diligence process. It is conducted on-site at a council over a few days and looks at how councils are setting strategy, making the decisions required and implementing changes that will give them the best chance of balancing their books in the medium and long term. The review involves financially experienced peers and focuses on five areas including leadership, strategy, decision-making, outcomes and finance's role in supporting innovation.

Support to Audit Committee Chairs

Regional Audit Forums are in place to support Audit Committee Chairs. Meeting at least three times a year they provide an opportunity to share good practice and discuss common issues and offer training on key topics, including a focus on LGR.

Email financeimprovement@local.gov.uk for more information about the regional audit forums and webinars for audit chairs on LGR.

Governance

Governance arrangements

We can provide bespoke support through both our regional teams and the Centre for Governance and Scrutiny, to councils developing new governance arrangements or wishing to review existing ones. This can include support to:

- ensure constructive, effective scrutiny of the process of planning for LGR
- identify areas of strength and for improvement, to contribute to the LGR discovery and due diligence process
- plan for and design governance arrangements of new authorities
- individual members in leading roles to understand their roles and responsibilities during the LGR process.

Speak with your LGA regional team to discuss your requirements.

Peer challenge and support

Critical friend challenge and support

Through the LGA's highly regarded regional teams and Political Leadership programme we can broker informal 'buddying support' or more formal 'peer mentoring' support both for senior Political and officer leaders. This support can also be targeted to specific areas of transformation and reorganisation.

Peer challenge

Building on the tried and tested approach to delivering corporate, governance and finance peer challenges, the LGA is able to offer a bespoke peer challenge with a focus on the different elements of your LGR journey using LGR-experienced peers specifically to test your preparedness for LGR.

Procurement

Our full procurement support offer is currently in development. We will initially establish a dedicated group for procurement leads navigating Local Government Reorganisation and devolution. LGA will provide secretariat support, helping to gather and share best practice, and compiling FAQs to assist councils who will embark on the LGR journey in future waves.

The aims of the group are to:

- share insights and lessons learned from our respective experiences
- collaborate on common challenges, particularly around commercial impacts, Central Digital Platform, contractual transfer strategy, and transitional arrangements
- build a collective knowledge base that can support both current and future reorganisations.

To discuss bespoke support needs, please contact procurement@local.gov.uk

Transformation and productivity

LGR Delivery Network

The network convenes local government officers tasked with the practical delivery of LGR. The network will provide officers with a place to collaborate, learn, and share templates and notable practice. The aim is to boost capability within local government to help deliver LGR and improve outcomes for residents. To join, officers should visit the [LGR and Devolution Hub](#) to complete an expression of interest form.

LGR Transformation Peer Support

Our Transformation Peer Support programme provides targeted capacity and support to help local authorities to deliver transformation via a cohort of experienced, skilled and qualified individuals (both councillors and officers) from other councils. It also consists of matching councils who wish to learn from what good looks like in councils' transformation activities.

The support provided by peers could range from reviewing council transformation plans and projects, to offering constructive challenge based on their own experience and knowledge. The type of support will be led and determined by the needs of the recipient council. The support will be available for a maximum of 10 days until March 2026.

If you would like to find out how your council could benefit from this support, then please submit an [expression of interest form](#) or contact transformation@local.gov.uk



Transformation Officer Training programme

The Transformation Officer Training programme will deliver a universal training syllabus covering the full spectrum of transformation activity with a dedicated LGR module. It aims to enhance and standardise the skills, knowledge, and understanding of transformation and LGR across the sector, supporting capability development among transformation professionals and those working on transformation projects and LGR restructures - the programme will go live in 2026.

LGR Transformation Partners Programme

The Transformation Partners Programme is designed to empower councils in addressing their unique transformation challenges. By pairing councils seeking support with a team of seasoned peers with expertise in transformation, the programme facilitates collaborative problem-solving and tailored guidance to drive impactful change. This programme is tailored for councils eager to gain external insights, engage with a critical friend, and draw on the experiences and success of other councils to drive impactful transformation.

Up to five days support can be provided across the financial year.
To find out more, contact transformation@local.gov.uk

Action Learning Workshops

Our transformation action learning workshops provide a unique development opportunity for councillors and officers to explore possible solutions to overcome obstacles in their transformation programmes. There will be three councils per workshop that will be grouped by the topics, including LGR, they have expressed an interest in.

To find out more, please visit our [website](#).



Workforce

Workforce support (free and £)

The LGA's Workforce team provides support to councils who are undertaking LGR. Our framework of support is shown in our 'ten essential workforce considerations of LGR' guide which provides high-level, accessible prompts and a range of practical advice and resources to help councils navigate key workforce and organisational development challenges and support positive change during transition.

We are supporting councils to share workforce LGR learning and practice through our workforce events and a new LGR Workforce Leads Network. Our team of experienced professionals with deep sector knowledge can provide bespoke consultancy on HR issues such as chief executive and top team recruitment and retention approaches, developing safe and legal employment practice and pay modelling ahead of vesting day.

Our offer also includes support to review/create effective organisational structures for 'new' and emerging councils, support with employee engagement, culture audits to support the effective management of change, and industrial relations training.

We are the sector experts in local government job evaluation, equal pay and employment relations which are key elements to managing workforce stability, organisational development, and cultural alignment in local government reorganisation.

You can find out further information by contacting workforce@local.gov.uk for an initial conversation.



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